Workforce Plan

California Department of Human Resources

2018-2021

A Message from the Executive Team

It is with great pleasure that we introduce the updated 2018-2021 Workforce Plan for the California Department of Human Resources (CalHR). This refresh provides updated information related to CalHR and its workforce. This plan was developed to closely align with the refreshed CalHR Strategic Plan. A Workforce Plan is a tool or guide used to help ensure the organization's talent needs can support the organization's business needs and goals.

During the last strategic plan refresh process, staff at all levels of the organization reassessed CalHR's vision, mission, and values and determined that they still resonate and accurately reflect the organization's purpose. Similarly, staff throughout the organization contributed to CalHR's goals and objectives, and all divisions within the organization aligned their initiatives and projects with the overarching goals and objectives.

However, each of the goals outlined in CalHR's Strategic Plan require a talented, professional, and skilled workforce to achieve them. Although CalHR has already started and continues to invest in developing its workforce to be more proficient in reengineering business processes and project management, we must continue our efforts. In order for the department to successfully fulfill CalHR's mission and vision, CalHR must continue to work diligently to recruit and retain a highly skilled, diverse team of professionals dedicated to providing human resources services to those departments and employees that serve California.

In the following document, we outline the current state of the CalHR workforce, identify knowledge, skill gaps, and risks within the workforce, as well as discuss our plan for mitigating these concerns. CalHR is in a unique position in its role of providing human resource solutions to the broader state workforce, and this plan intends to leverage those solutions and collaborate with stakeholders to ensure the professional development of CalHR's workforce.

Thank you for your interest in CalHR's Workforce Plan. I hope you find this report informative and enlightening as we serve to demonstrate our commitment to our workforce.

Introduction

Foreword

Workforce planning is a continuous process that seeks to align the needs and priorities of the organization to the number of staff and respective knowledge, skills, and abilities required of its workforce to ensure the workforce is capable of delivering organizational objectives now and in the future. Workforce planning is also an active process which informs the organization and stakeholders of current and future environmental impacts and incorporates initiatives and strategies necessary to ensure human capital and talent management efforts support the business goals. The one constant change that impacts CalHR involves the administration change. CalHR's strategic path is directly affected due to the new administration's priorities. When the strategic path changes, this may have an effect on staffing as many staff are not ready for the change and may decide to leave the organization. Competition with the private sector also impacts CalHR's workforce. Positions in the private sector, similar to the ones available in employment with the state, can offer higher salaries.

Workforce planning is a challenging process as it forces us to think about how to strategically align the workforce to the organizational business needs. Workforce planning can include any workforce challenge an organization faces—from recruitment, selection, compensation and training—to knowledge transfer, succession planning, retention and more.

Within this report, we will discuss the challenges and opportunities faced by CalHR and provide a comprehensive analysis of our existing workforce. We will also identify several strategic initiatives that have been undertaken since the inception of this plan in 2016 and will continue over the next four years to ensure CalHR can meet its mission, vision, goals, and objectives.

Strategic Direction

CalHR's Vision:

To be the premier leader and trusted partner in innovative human resources management.

CalHR's Mission:

To provide exceptional human resources leadership and services with integrity, respect and accountability to state departments and all current and prospective employees.

CalHR's Primary Goals:

- Providing superior customer service
- Developing CalHR's team of experts
- Leveraging technology to enhance our services
- Striving for organizational excellence
- Ensuring fiscal responsibility

The Strategic goals outlined in CalHR's Strategic Plan can be achieved when the workforce gaps are closed using the 14 initiatives the Workforce Plan provides. The initiatives support the specific goals of: Superior Customer Service, Team of Experts, and Organizational Excellence. The Workforce Plan outlines a path towards successfully achieving these goals. CalHR's Strategic Plan is in the process of being refreshed and extended, but the current version can be found on our website at CalHR Strategic Plan 2014 - 2018.

Please see Appendix D: Strategy Map and Appendix E: Core Values for CalHR's strategy map and core values.

History

In 1981, Governor Jerry Brown's Reorganization Plan created the Department of Personnel Administration (DPA) to carry out the state's newly enacted collective bargaining responsibilities under the Ralph C. Dills Act. In 1984, another reorganization transferred responsibility for position classification to DPA from the State Personnel Board (SPB).

Prior to collective bargaining, SPB was the state's central personnel agency. Today, SPB retains responsibility for "merit-related" functions.

In 2011, as a result of the Governor's Reorganization Plan No. 1, DPA and many divisions of SPB "merged" to form the California Department of Human Resources (CalHR). The merger was effective July 2012. Most of the examination, training, and civil rights responsibilities previously performed by the SPB were transferred to CalHR. In addition, approximately 90 SPB staff members were reassigned to CalHR. Today, the SPB continues to oversee merit related functions, including adjudication of disciplinary actions and performing merit-related policy audits.

In January 2015, Governor Brown launched Civil Service Improvement (CSI) as a collaborative effort between the Government Operations Agency, CalHR, SPB, Department of Finance and the Governor's Office. CalHR is leading many of the CSI development and implementation initiatives and the department will be responsible for sustaining and maintaining these major changes that will shape the State of California workforce for many years to come. More information regarding these efforts can be found on the CSI website.

What We Do

CalHR represents the Governor as the "employer" in all matters concerning state human resources and collective bargaining. CalHR provides services for all issues related to salaries and benefits, job classifications, and training. Specifically, CalHR provides services through the following programs:

- **Benefits**
  Administers dental, vision, the Employee Assistance Program, workers' compensation, and other benefits to state employees; and partners with the California Public Employees Retirement System (CalPERS) to administer health benefits.

- **Civil Rights**
  Provides leadership and guidance to departments to protect the civil rights of all state employees.

- **Labor Relations**
  Represents the Governor as the "employer" in issues involving employer-employee relations, including collective bargaining pursuant to the Ralph C. Dills Act.

- **Legal**
Provides legal advice and representation to the Governor's Office, CalHR executive programs, and various client agencies throughout the state on matters concerning collective bargaining, employment law, and personnel management.

- **Personnel Management**
Administers the state's classification plan, salaries and manager/supervisor programs, and other personnel related programs.

- **Savings Plus**
Administers the state employees' 401(k) and 457 voluntary supplemental retirement programs and the retirement programs for part-time, seasonal and temporary employees and the Alternate Retirement program for specified employees.

- **Selection**
Creates and administers civil service exams providing a fair and open process to hire the most qualified candidates to serve the state.

- **Workforce Development Programs and Special Projects**
Responsible for statewide recruitment, statewide workforce planning, and statewide training programs to ensure the recruitment and retention of a diverse and qualified workforce.

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Overview

The goal of CalHR's Workforce Plan has been to develop and implement 14 initiatives over the next four years that will aid CalHR in addressing several identified workforce gaps. These gaps, if not addressed, could threaten CalHR's ability to accomplish its core mission or workload as well as pose risk to achieving its Strategic Plan goals. The workforce gaps identified can be categorized into four areas: recruitment, retention, knowledge transfer, and succession planning. While all of the goals identified will help CalHR achieve its strategic goals, this Workforce Plan specifically supports the refreshed CalHR Strategic Plan's second goal most distinctly by "further developing CalHR's team of experts." All outlined initiatives support developing CalHR's staff through significant knowledge transfer and retention efforts, and ensuring we retain those staff through succession planning and other professional development efforts. Certainly, CalHR's goals of providing superior customer service, leveraging technology to enhance our services, striving for organizational excellence, and ensuring fiscal responsibility are also fortified by addressing these workforce gaps.

The goals outlined in this plan include:

Goals	Status
Develop and implement a diversity and inclusion program.	In Progress
Collect on-boarding and off-boarding recruitment and retention data.	Not started yet
Develop and implement targeted recruitment strategies for hard-to-recruit positions.	Not started yet
Develop and implement an employee recognition program.	Completed
Create a career center.	In Progress
Assess employees' training history and develop professional development training plans.	In Progress
Update and implement human resource policies and procedures.	Completed and ongoing
Explore and develop knowledge transfer strategies.	Not started yet
Develop and implement onboarding and new employee orientation program.	Completed
Develop and implement a succession leadership plan.	Completed
Explore, develop and implement a "stay interview" program or engagement or climate survey.	In Progress
Explore, develop and implement a job rotation and cross-training pilot program.	In Progress
Identify key competencies by position and explore automated solutions to track competencies.	Not started yet
Develop and implement a mentoring program.	In Progress

Challenges and Trends

CalHR is not unique in its workforce challenges within California state government, with gaps identified in the area of recruitment, retention, knowledge transfer, and succession planning. With relatively recent leadership changes, and with the creation of CalHR in 2012, the department's

infrastructure is still being strengthened while continuing its focus on its very important strategic goals. CalHR is leading workforce initiatives statewide, and therefore, it must ensure the investment in the workforce begins within the organization itself.

Methodology

CalHR's workforce planning approach included executive staff input representing all business areas within CalHR to help identify workforce challenges as well as developing goals to assist the programs in meeting their strategic plan objectives.

As the Workforce Plan is implemented within CalHR, the communication plan outlined in Appendix C: Accountability and Communications Plan will help facilitate workforce efforts in the coming years, and ensure all responsible parties are identified and appropriately trained for full implementation of the plan.

Workforce Overview

Current Workforce Profile

CalHR is a small department with less than 324 permanent staff. The organization is composed of three primary branches: Labor, Legal and Operations. Within those branches there are 15 business areas:

- Benefits
- Administrative Services
- Communications
- Information Technology
- Labor Relations
- Legal
- Legislative Affairs
- Office of Civil Rights
- Office of Financial Management and Economic Research
- Personnel Management Division
- Psychological and Medical Screening Unit
- Savings Plus Program
- Selection Division
- Workforce Development Programs and Special Projects
- Statutory Appeals Unit

The CalHR organization chart can be found in Appendix F: Organization Chart.

While much of CalHR's workforce has traditionally come from within state service, some CalHR programs are unique in that the competencies are so specialized for certain positions, that the candidate pool is significantly limited within state service. An example would be in Labor Relations where experience negotiating with unions is a critical competency, but few candidates possess this skill or experience. In addition, because the programs require a high level of expertise in specialized areas of human resource administration, those employees with specific program expertise find it difficult to identify other career path opportunities within and outside CalHR. These are challenging workforce gaps for CalHR and are outlined in workforce gaps and risks sections of this report.

Demographic Overview

Ethnicity and Gender

CalHR's workforce is comprised of 65 percent women and 35 percent men. While some divisions within CalHR vary significantly from these averages, it is not unusual in public or private sector customer service oriented business areas to have much higher percentages of female employees. However, in areas like financial management and information technology, the number of male employees is much higher as these fields generally attract a higher percentage of males.

CalHR's overall ethnic composition is 51 percent Caucasian, 17 percent Hispanic, 14 percent Asian, and 11 percent African American. Pacific Islander, Native American, and "Other" make up 10 percent of the workforce. Listed below is a comparison of CalHR's ethnicity and gender statistics compared to civil service statewide data.

Table 1. *CalHR and Statewide Gender and Ethnicity Demographics.*

Demographic	CalHR	Statewide
Women	65%	46%
Men	35%	54%
Caucasian	51%	43%
Hispanic	17%	25%
Asian	14%	18%
African American	11%	10%
Other	7%	4%

While a significant portion of the CalHR workforce is Caucasian, certain business areas are more diverse than others, and certain categories of employees are more diverse than others. For example; the ethnic diversity of CalHR's management team (see Table 2. *CalHR Management and Custom Relevant Labor Force (RLF) Gender and Ethnicity Demographics*) is fairly representative of the relevant labor force. "Relevant labor force" is defined as the pool of individuals who possess the requisite qualifications for the job within the geographic areas in which the agency can reasonably be expected to recruit.

Table 2. *CalHR Management and Custom Relevant Labor Force (RLF) Gender and Ethnicity Demographics.*

Demographic	CalHR Management	Custom RLF
Women	67%	45%
Men	33%	55%
Caucasian	59%	61%
Hispanic	15%	14%
Asian	10%	12%
African American	9%	7%
Native American/Other	2%	4%

CalHR recognizes it should serve as a leader in championing the importance of a diverse and inclusive workforce; as such, it has identified the development of a diversity and inclusion program for CalHR employees as one if its key workforce initiatives.

Disabled Employee Representation

CalHR's representation for people with disabilities is 22 percent department-wide, whereas representation among CalHR's management team is 27 percent. The statewide workforce representation for people with disabilities is 12 percent. Although CalHR's representation is above statewide representation, we continue to seek ways to focus on disability awareness.

CalHR is proud to host an active Disability Advisory Committee (DAC) and we anticipate several events in the coming year: supervisory training; a department awareness event focusing on visual disabilities in the work place; and other events the committee has yet to confirm. During October's National Disability Employment Awareness Month, the DAC plans to partner with other state departments to sponsor an event and to encourage CalHR employees to participate in an annual disability survey.

Age Demographics

The average age of a CalHR employee is 46 years old, while their average tenure in state service is 16 years. While this lengthy tenure can be an asset to the department, it also poses a risk since employees with such historical program knowledge can be difficult to replace. Currently, approximately 39 percent of the workforce are at retirement age (or are eligible to retire at age 50), and another 27 percent (86 employees) are within five years of the average retirement age.

Just 19 percent (60 employees) of CalHR's workforce is composed of Millennials, including many with just a few years of state service. CalHR has a much larger Baby Boomer and Generation X population which reinforces the need for significant knowledge transfer and professional development initiatives. In the next figure, (Figure 1. *Generational Breakout by Division*) a generational breakout is provided by

division within CalHR. This information informs us of where we have a higher risk of knowledge loss due to impending retirements.

Figure 1. *Generational Breakout by Division*.

Generational Breakout by Division in CalHR July 2017
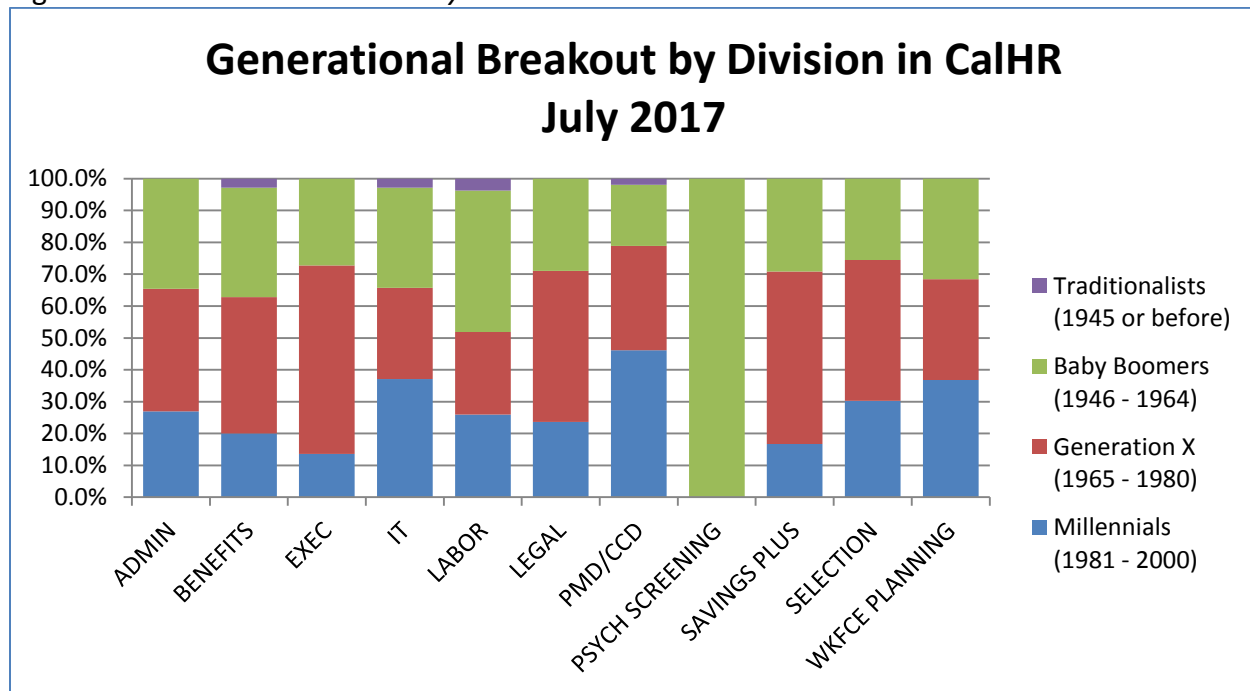
Divisions	Millennials (1981 - 2000)	Generation X (1965 - 1980)	Baby Boomers (1946 - 1964)	Traditionalists (1945 or before)
ADMIN	26.9%	38.5%	34.6%	0.0%
BENEFITS	20.0%	42.9%	34.3%	2.9%
EXEC	13.6%	59.1%	27.3%	0.0%
IT	37.1%	28.6%	31.4%	2.9%
LABOR	25.9%	25.9%	44.4%	3.7%
LEGAL	23.7%	47.4%	28.9%	0.0%
PMD/CCD	46.2%	32.7%	19.2%	1.9%
PSYCH SCREENING	0.0%	0.0%	100.0%	0.0%
SAVINGS PLUS	16.7%	54.2%	29.2%	0.0%
SELECTION	30.2%	44.2%	25.6%	0.0%
WKFCE PLANNING	36.8%	31.6%	31.6%	0.0%

The following table (Table 3. *CalHR's Workforce Demographics by Age and Pay*) contains a snapshot of CalHR's workforce demographics by age and number of employees earning the maximum pay in their classification. The information is displayed at the occupational level. It includes the total number of employees, the number at maximum pay, the average age for workers in the occupation, the average age of retirement for similar state workers, the number of employees eligible to retire (50 or older), and the number of employees within five years of the average age of retirement. Of 324 employees, 131 (or 40 percent) are at maximum pay level, which could mean that employees may be looking for promotional opportunities or may be a risk for turnover if competitors can offer higher pay or other benefits.

Table 3. *CalHR's Workforce Demographics by Age and Pay.*

	# of Employees	# at Max Pay	Avg. Age	Avg. Retirement Age by BU	At Retirement Age (50+)	W/in 5 Years of Avg. Retirement Age
Accountants and Auditors	5	4	48	59	2	0
Administrative Law Judges, Adjudicators, and Hearing Officers	1	0	61	63	1	1
Bookkeeping, Accounting, and Auditing Clerks	1	0	26	60	0	0
Chief Executives	15	3	51	59	8	6
Clinical, Counseling, and School Psychologists	4	2	52	62	2	2
Compensation and Benefits Managers	1	1	49	59	0	0
Compensation, Benefits, and Job Analysis Specialists	65	29	42	59	16	14
Computer and Information Systems Managers	2	1	50	59	1	1
Computer Programmers	11	3	43	59	3	3
Computer Systems Analysts	13	7	47	59	5	4
Executive Secretaries and Executive Administrative Assistants	3	3	61	59	3	3
First-Line Supervisors of Office and Administrative Support Workers	1	0	40	59	0	0
General and Operations Managers	9	4	50	61	5	2
Human Resources Assistants, Except Payroll and Timekeeping	8	5	50	59	5	4

	# of Employees	# at Max Pay	Avg. Age	Avg. Retirement Age by BU	At Retirement Age (50+)	W/in 5 Years of Avg. Retirement Age
Human Resources Managers	33	14	50	59	20	12
Industrial-Organizational Psychologists	1	1	68	62	1	1
Labor Relations Specialists	4	0	49	59	3	1
Lawyers	22	7	43	63	4	3
Legal Secretaries	3	2	45	60	1	0
Management Analysts	84	26	45	59	28	18
Medical and Health Services Managers	1	0	63	59	1	1
Office Clerks, General	16	11	48	60	8	4
Paralegals and Legal Assistants	3	3	55	59	3	2
Payroll and Timekeeping Clerks	2	0	29	59	0	0
Public Relations and Fundraising Managers	1	0	72	59	1	1
Software Developers, Systems Software	7	5	47	59	4	2
Temp Positions Not Mapped	8	0	33	59	2	1
Grand Total	**324**	**131**	**46**	**59**	**127**	**86**

Bench Strength Challenges

CalHR's Executive staff identified a lack of bench strength as a workforce risk at several levels within the organization. Throughout the organization there are a number of program experts who are the only experts within their respective program. If they separated from CalHR, either temporarily or permanently, historic program knowledge will be lost without a knowledge management plan. Additionally, in many program areas there were new staff hired (within the last two years) that do not yet possess in-depth program knowledge.

Finally, a significant number of the leadership team at CalHR is fairly new to their roles. While many team members have leadership experience at other state departments, their knowledge of CalHR processes and business practices is still developing.

It is these challenges that have resulted in CalHR identifying a number of knowledge transfer opportunities and professional development initiatives that will help us support the ongoing development of the "CalHR Bench."

Recruitment and Retention Data Challenges

In preparing this Workforce Plan, it was discovered that CalHR lacks a mechanism to capture data on employee experiences as well as perceptions throughout the recruitment process, and employees' life cycle. As a result, one of the key initiatives outlined in this plan is the development of employee entrance and exit surveys to measure recruitment and retention program results and identify reasons for employment and separation. Vacancy data and turnover data was also analyzed and that information is included in the next section on workforce gap analysis.

Another initiative outlined in this plan is the development of a "stay interview" program: where we would develop an interview cycle where we identify reasons employees stay employed with CalHR, so we can better refine our professional development and retention strategies.

Workforce Gap Analysis

A gap analysis was performed to determine the gap between our workforce supply and demand. Results are intended to reveal gaps and surpluses in staffing levels and competencies needed to perform the department's functions. CalHR conducted meetings with division/program area chiefs to help identify mission critical workforce gaps in competencies and staffing. This process took into consideration labor market trends, such as diversity expectations and challenges, as well as difficult to recruit classifications. Understanding the external factors which have a big impact on the mission and services of CalHR (e.g. legislative changes, collective bargaining activity, and governor term shifts) was also a critical component of exploring current and future workforce gaps. Executive staff feedback, in combination with CalHR's comprehensive workforce data analysis, revealed department-wide gaps in the areas of recruitment, retention, knowledge transfer, and succession planning. Executive staff was encouraged to provide feedback on solutions they felt to be impactful in addressing these gaps.

Separation Rate – Trends and Forecast

Separation rates for years 2014, 2015, 2016, and 2017 were analyzed. Year over year, separations from CalHR have declined – both the total count of employees and as a percentage of the workforce. Results show 84 separations (29.4 percent of total employees) in 2014, 62 separations (21.5 percent of total employees) in 2015, 37 separations in 2016 (12.3 percent of total employees), and 36 separations in 2017 (11.2 percent of total employees). Separations include retirements, voluntary separations, terminations without fault, and transfers to other departments.

Please see Appendix A: Separation Trend and Projection for data by separation category.

Workforce Gaps and Risks

Recruitment Gaps and Risks

Recruitment gaps resulting from current workforce challenges and trends include:

- Savings Plus Program often finds positions difficult to recruit for because they require personnel with financial investing knowledge. Financial investment competitors, especially private sector, can frequently offer more competitive salary and benefits.
- The Legal Services and Information Technology Divisions also find recruitment efforts challenging, due to industry professionals being in high demand with numerous public and private competitors.
- The Selection Division experiences challenges with recruitment for some positions as well, due to a unique skill set required for testing, validation, and construction of civil service examinations.

The risk of not addressing these challenges is that CalHR may not be able to attract and retain qualified candidates, provide quality services to the state, or meet its vision to be the premier leader and trusted partner in innovative human resources management.

Retention Gaps and Risks

Retention gaps resulting from current workforce challenges and trends include:

- Cross-training has not been a focus for CalHR and as a result, knowledge has been lost when turnover occurs.
- Eligibility rule changes in recent years have made it more challenging to develop, transfer, or promote employees within the department who do not meet minimum qualifications of the classification they are intending to transfer to.
- Retention has also been a challenge for some divisions that were unable to "promote in place" or otherwise lacked promotional opportunities for employees. Since CalHR is a small department there are a limited number of positions available for promotional opportunities. Although we may not have as many opportunities for promotions, CalHR provides employees with various resources to explore career development options. Some divisions describe a lack of a career path due to the use of a combination of general job classifications and department specific classifications that do not allow for movement between them.

The risk of not addressing these challenges is that CalHR may not be able to retain qualified candidates, provide quality services to the state, or meet its vision to be the premier leader and trusted partner in innovative human resources management.

Knowledge Transfer Gaps and Risks

Knowledge gaps resulting from current workforce challenges and trends include:

- Business policies and procedures are not documented in some divisions which have created knowledge transfer gaps as personnel separate.

- A lack of documented key competency identification. Without identifying key competencies, it is challenging to create an effective professional development plan for employees.
- A lack of knowledge transfer within divisions, but there is also a lack of knowledge transfer between divisions.
- Divisions are inconsistently onboarding new hires as they move to adopt the formal onboarding program implemented In March 2017.

The risk of not addressing these challenges is that CalHR may not be able to retain the knowledge and expertise needed to provide quality services to the state, or meet its vision to be the premier leader and trusted partner in innovative human resources management.

Succession Planning Gaps and Risks

Previous succession planning gaps resulting from workforce challenges and trends had included:

- A lack of documented succession planning programs, which include leadership competency identification.
- A lack of documented mentoring programs or professional development guidelines for management and employees to properly prepare for succession.

This has started to be addressed as CalHR has just implemented its first succession planning program entitled "Executive Leadership Preparation Program" (ELPP). The pilot was launched in the fall of 2017. As with any pilot, the department will go through a period of lessons learned to determine any changes that may need to be incorporated moving forward.

The risk of not addressing these challenges is that CalHR may not be able to retain the knowledge and expertise needed to provide quality services to the state, or meet its vision to be the premier leader and trusted partner in innovative human resources management.

Action Plan

Based on the gap analysis and subsequent risks, identified below are key initiatives that will be implemented to meet current and future workforce needs.

One to Two Year Initiatives

Initiative	Targeted Gap(s)	Status
Develop and implement a diversity and inclusion program	Workforce demographics	In progress
Collect on-boarding and off-boarding recruitment and retention data	Recruitment and workforce demographics data	On-boarding implemented Off-boarding – In progress
Develop and implement targeted recruitment strategies for hard to recruit positions	Recruitment	Exploring options
Develop and implement employee recognition program	Retention	Completed
Conduct a career path review within and across divisions	Retention	Reviewed and determined not a factor
Develop and implement various Employee Engagement activities (i.e. Brown Bag lunches with the Director and other Executives.)	Retention	In Progress
Assess employees training history and develop training plans	Retention and knowledge transfer	Completed
Update and implement policies and procedures	Knowledge transfer	Ongoing
Explore, develop, and implement knowledge transfer strategies	Knowledge transfer	In progress
Develop and implement on-boarding and new employee orientation program	Knowledge transfer	Completed
Develop and implement succession leadership plan	Succession planning	Implemented-In pilot phase

Three to Five Year Initiatives

Initiative	Gap(s)	Status
Explore, develop, and implement "stay interview" program or engagement or climate survey	Retention	In Progress
Explore, develop, and implement job rotation program within and outside CalHR	Retention and knowledge transfer	Piloting a cross training program
Identify key competencies by position	Knowledge transfer	Not started

Initiative	Gap(s)	Status
and explore automated solution to track		
Develop and implement mentoring program	Retention and succession planning	In progress

One to Two Year Initiatives

Diversity and Inclusion

CalHR has a unique role and perspective within the state due to its direct impact on hundreds of departments and hundreds of thousands of state employees statewide. CalHR sees the importance of a diverse workforce and the advantages to the State of California if our workforce reflects the demographics of the people we serve. We embrace the view that all individuals possess a unique background and life experience, and their knowledge, skills, and abilities are reflective of that background. The more diverse our workforce is, the more well-rounded our team will be. As a result, we plan to develop and implement a diversity and inclusion program at CalHR designed to educate employees on the advantages of a diverse and inclusive workforce through a variety of strategies. An example of a potential strategy may include a managerial and supervisory toolkit that provides resources on diversity and inclusion initiatives in the workplace, such as targeted recruitment strategies and educational speaker series on issues of diversity and inclusion.

Recruitment

Onboarding Data

With the collection of data from new CalHR employees, we will be able to better understand where successful candidates learned about CalHR's job opportunities, the demographic make-up of new hires, and what attracted these workers to CalHR. Similarly, by collecting data whenever an employee separates from CalHR, we will gain an understanding of what prompted the departure, so that we might improve retention strategies.

Targeted Recruitment

Due to CalHR's recruitment challenges for positions that require a specific expertise, targeted recruitment strategies for hard-to-recruit positions will be developed and implemented. These strategies may include developing new marketing materials, job advertisements, and alternate outreach strategies. Additional recruitment strategies may include developing a candidate "pipeline" by working with local colleges and universities to provide education and exposure to CalHR so that graduates will consider CalHR as an employer.

Employee Recognition

Recognition is important for any workplace that wishes to retain and develop high achieving and innovative employees. In early 2017, CalHR developed a documented employee recognition program that allowed for peer-to-peer recognition as well as supervisory-to-staff recognition. The program tools included "day-to-day" recognition, "informal recognition" and "formal recognition." The program continues to evolve and grow as we receive feedback from employees. Overall, recognition has become an important part of CalHR's culture.

Career Path Review

Retention has been a challenge for some divisions within CalHR that describe being unable to "promote in place" or otherwise offer promotional opportunities for employees. Since CalHR is a small department there are a limited number of positions available for promotional opportunities. Although we may not have as many opportunities for promotions, CalHR provides employees with various resources to explore career development options.

Knowledge Transfer

Employee Training and Professional Development

During the annual performance appraisal process in 2016, supervisors are tasked with reviewing and documenting their staff's training history and discussing which training they should participate in over the next 12 months which align with performance objectives. Additional professional development opportunities will also be identified in order to emphasize a culture of learning at CalHR.

Policies and Procedures

Although CalHR may not have all business processes documented, the department has made great strides and continues to document policies and procedures on an ongoing basis in order to close knowledge gaps. In addition, the CalHR Administrative Manual is being reviewed and updated so all employees have a consistent understanding and resource for CalHR business processes related to hiring, contract administration and business services.

Knowledge Transfer Strategies

Cross-training within and outside the divisions has not historically been a focus for the organization and as a result vital knowledge has been lost when separations occur. In addition, documentation may still be lacking in most divisions for some business processes. Business process reengineering has been a focus for CalHR in the last few years, with approximately 18 projects concluded, but much work remains. This will continue to be a focus in the next one to two years.

Onboarding and New Employee Orientation

Early in 2017, CalHR developed and implemented an onboarding and new employeeorientation program designed to assist employees in acclimating to the department.

Succession Planning

Like many departments across the state, CalHR has identified succession planning as a significant risk to the organization as many key personnel reach retirement age. In order to retain and cultivate the knowledge and expertise needed to continue to provide services to the state and meet its vision to be the premier leader and trusted partner in innovative human resource management, CalHR developed a succession planning model and a succession planning program. This program entitled Executive Leadership Preparation Program (ELPP) is in its pilot phase. The first cohort started in Fall 2017.

Three to Five Year Initiatives

Retention

"Stay Interviews"

CalHR plans to explore a "stay interview" program or other engagement or climate survey program that would be aimed at capturing data on why employees choose to remain employed with CalHR or why they might be looking to leave for new opportunities. Additional retention strategies could be revised or developed based on the results of these surveys.

Knowledge Transfer

Job Rotation Program

CalHR has identified a need to explore and develop a job rotation program to provide employees with an opportunity to learn a new skill or competency outside of their immediate assigned duties. Some employees may wish to participate in a job rotation opportunity within CalHR or outside the department. This initiative would explore various models of job rotations in use within and outside state service, and ultimately develop and implement a program.

Competency Identification

In order to develop the training programs, knowledge transfer strategies, and succession planning efforts described in this Workforce Plan, it is important to identify competencies for positions within the organization. This is an ongoing task included in many projects. While CalHR has done some competency identification, not all competencies have been mapped to each of the approximate 300 positions at CalHR. Due to the detailed nature of this project and the need to access and update competencies as work changes, it is important to explore an automated solution to track competencies. Many automated solutions may also fulfill training and succession planning needs. The exploration of this solution will be done concurrently with exploration of an automated learning management system.

CalHR has adopted the state's core and leadership competencies and is using the ELPP to design classes specific to these competencies. The classes were developed to close the competency gaps identified by the Division Chiefs as being the most critical for success as a CalHR executive. CalHR encourages the use of leadership competencies in developing interviews; providing professional development opportunities; and conducting one-on-one sessions with employees. The department was recently part of the pilot program for the Leadership Performance Evaluation (LPE) process which is a new forum for evaluating leadership performance based on competencies.

Succession Planning

Mentoring

CalHR intends to leverage the resources provided for departments that are interested in developing an employee mentorship program. It is likely that mentoring will be one strategy utilized in the succession planning program outlined in the one to three year initiatives; however, a longer-term initiative will also allow for development of a more formal mentoring program with multi-directional recognition for staff at all levels and interests.

Action plan benchmarks are further outlined in Appendix B: Action Plan Benchmarks.

Evaluating the Effectiveness of the Workforce Plan

The effectiveness of the Workforce Plan can be measured by assessing how successful the 14 initiatives have been in closing the four gaps: recruitment, retention, knowledge transfer, and succession planning. If the gaps are reduced by initiatives discussed in this plan, then the plan will be deemed as a success. Each initiative will be monitored on its own designated timeline, while the Workforce Plan will be evaluated as a whole on a quarterly basis by the Chief of Human Resources.

Conclusion

CalHR is a small and nimble organization with an important mission. It's an organization that is high-performing and strives to provide innovative solutions to its stakeholders. This Workforce Plan is a focused effort to retain this valued workforce, further develop the workforce and continue to attract high caliber employees in the future. Implementing strategies such as onboarding and succession planning will enrich opportunities for employees to reach their individual potential in a supportive environment. Employee stay surveys will allow a proactive response to retention, and allow us to do our due diligence in allocating resources to develop innovative ways for addressing employee engagement. We strive to lead as an exemplary department in illustrating that we value our greatest asset, our employees. We hope to extend this culture of appreciation and accountability to the rest of California's civil service employees through services provided and with a customer service orientation to the departments we support.

Appendices

Appendix A: Separation Trend and Forecast

This graph illustrates separation trends for 2014, 2015, 2016, and 2017. CalHR's separation rate continues stable between 2016 and 2017, with a slight reduction in 2017, and remaining lower than the trend experienced by CalHR in 2014 and 2015.

Separation Trend

Legend:
- Voluntary Separation
- Retirement
- Termination with/out Fault
- Transfers
- Total Separations

Values by year:
- 2014: 16, 13, 11, 44, 84
- 2015: 12, 12, 0, 38, 62
- 2016: 6, 9, 1, 21, 37
- 2017: 5, 8, 0, 23, 36
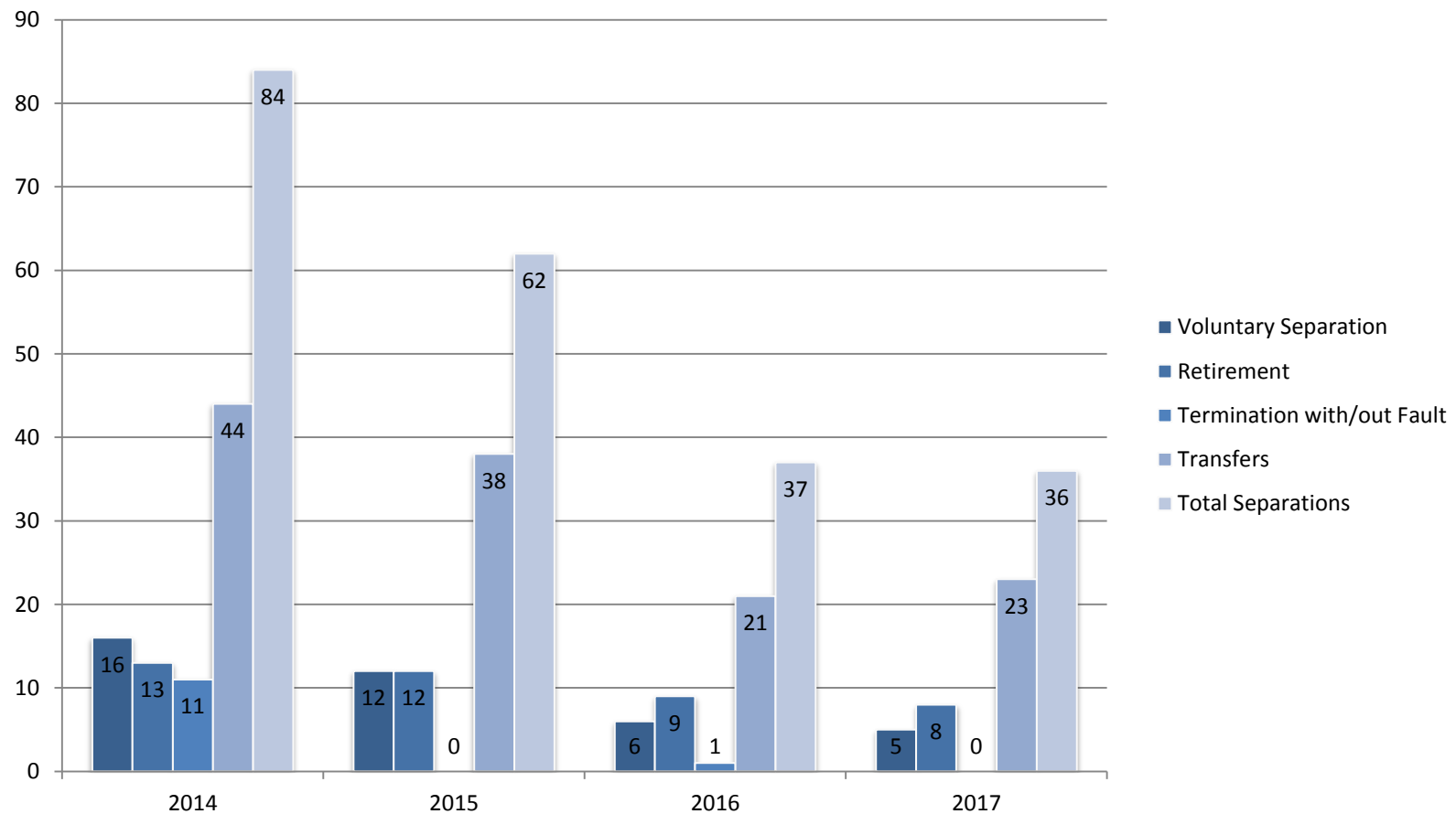
Appendix B: Action Plan Benchmarks

Initiative *How can we bridge the gap between current and future outlook?*	Responsibility *Who is responsible?*	Deadline *When will it be completed?*	Proposed Performance Indicators *How will we know we achieved our goal and what will success look like?*
One to Two Year Initiatives			
Develop and implement diversity & inclusion program	EEO Officer, Chief of Human Resources, and OCR Chief	August 2018	Provide training on diversity and inclusion to employees
Collect on-boarding and employee exit survey data	Chief of Human Resources and Division Chiefs (with support from Workforce Development Division)	July 2018	20 % of employees complete onboarding & employee exit surveys
Develop and implement targeted recruitment strategies for hard-to-recruit positions	Chief of Human Resources (with support from Communications and Workforce Development and Special Projects Division)	Ongoing	75 % of vacancies filled within 2 months
Develop and implement employee recognition program	Chief of Human Resources, and all supervisors and managers	September 2016	30% of employees rate job satisfaction high on engagement survey
Develop a Career Center	Chief of Human Resources (with support from Personnel Management Division)	June 2018	20% of employees rate high on engagement survey
Assess employee training history and develop training plans	Chief of Human Resources and Division Chiefs	Ongoing	70% of employees receive training
Update and implement policies and procedures	Administrative Division Chief and Chief of Human Resources (with support from Legal)	Ongoing	75% of employees certifying policy and procedure acknowledgement

Initiative *How can we bridge the gap between current and future outlook?*	Responsibility *Who is responsible?*	Deadline *When will it be completed?*	Proposed Performance Indicators *How will we know we achieved our goal and what will success look like?*
Explore, develop, and implement knowledge transfer strategies	Chief of Human Resources and Division Chiefs	Exploration of various strategies: December 2018 Develop strategies and introduce to staff: January-April 2018	Pilot Cross-training program and plan for implementing to all staff
Develop and implement onboarding and new employee orientation program	Chief of Human Resources, and all supervisors and managers	February 2017	20 % of new hires rate onboarding experience high on New Employee Orientation survey
Develop and implement succession leadership plan	Deputy Director of Operations and Chief of Human Resources	Program development milestone: June 2017 Program implementation: October 2017 and ongoing	Increased number of applications for the ELPP
Three to Five Year Initiatives			
Explore, develop, and implement "stay interview" program or engagement or climate survey	Chief of Human Resources (with support from Workforce Development Division)	December 2018	Employees leave CalHR due to reasons not related to employee engagement
Explore, develop, and implement job rotation program within and outside CalHR	Chief of Human Resources (with support from Workforce Development Division)	August 2018	Employees rate job satisfaction high on engagement survey
Identify key competencies by position and explore automated solution to track	Chief of Human Resources and Division Chiefs	December 2019	50% of classifications mapped to competencies

Initiative *How can we bridge the gap between current and future outlook?*	Responsibility *Who is responsible?*	Deadline *When will it be completed?*	Proposed Performance Indicators *How will we know we achieved our goal and what will success look like?*
Develop and implement mentoring program	Chief of Human Resources (with support from Workforce Development Division)	Ongoing	20% of employees receive some form of mentoring

# Appendix C: Accountability and Communication Plan

The CalHR Workforce Plan will be shared with all CalHR employees. The plan will be discussed at the monthly managers and supervisors meeting, and all managers and supervisors will be tasked with discussing the plan with their staff at their next scheduled staff meetings, to allow staff to ask questions. Managers will demonstrate how the Workforce Plan connects to the organization's strategic plan and discuss how this plan will benefit each employee and the organization. Quarterly reports will be provided to Executive staff in order to monitor implementation activities.

Accountable Party(ies)	Role(s)/Responsibility(ies)
Director	Executive Sponsor/Responsible for supporting communication of the plan
Deputy Director, Operations	Executive Sponsor/Responsible for overall communication to the enterprise and implementation of the plan
Executives	Ambassadors/Responsible for communicating and supporting the plan within respective divisions and programs. May also be responsible for development and implementation or support of specific initiatives
Administration Division Chief	Plan oversight/Responsible for ensuring that the action plan and timelines are implemented and that Chief of Human Resources and staff have resources needed. Provide quarterly report to Executive staff
Chief of Human Resources	Initiatives oversight/Responsible for development and implementation of specific initiatives and for development and implementation of quarterly report
EEO Officer	Initiatives oversight/Responsible for development and implementation of specific initiatives and for development and implementation of quarterly report
Managers and Supervisors	Supporters/Responsible for communicating the plan to employees, participating in initiatives and demonstrating to employees how the plan connects to the organization's strategic plan
Employees	Participants in Workforce Plan initiatives

CAL★HR Strategy Map

Our Mission

To provide exceptional human resources leadership and services with integrity, respect, and accountability to state departments and all current and prospective employees.

Our Goals

- Superior Customer Service
- Team of Experts
- Organizational Excellence
- Leveraging Technology
- Fiscal Responsibility
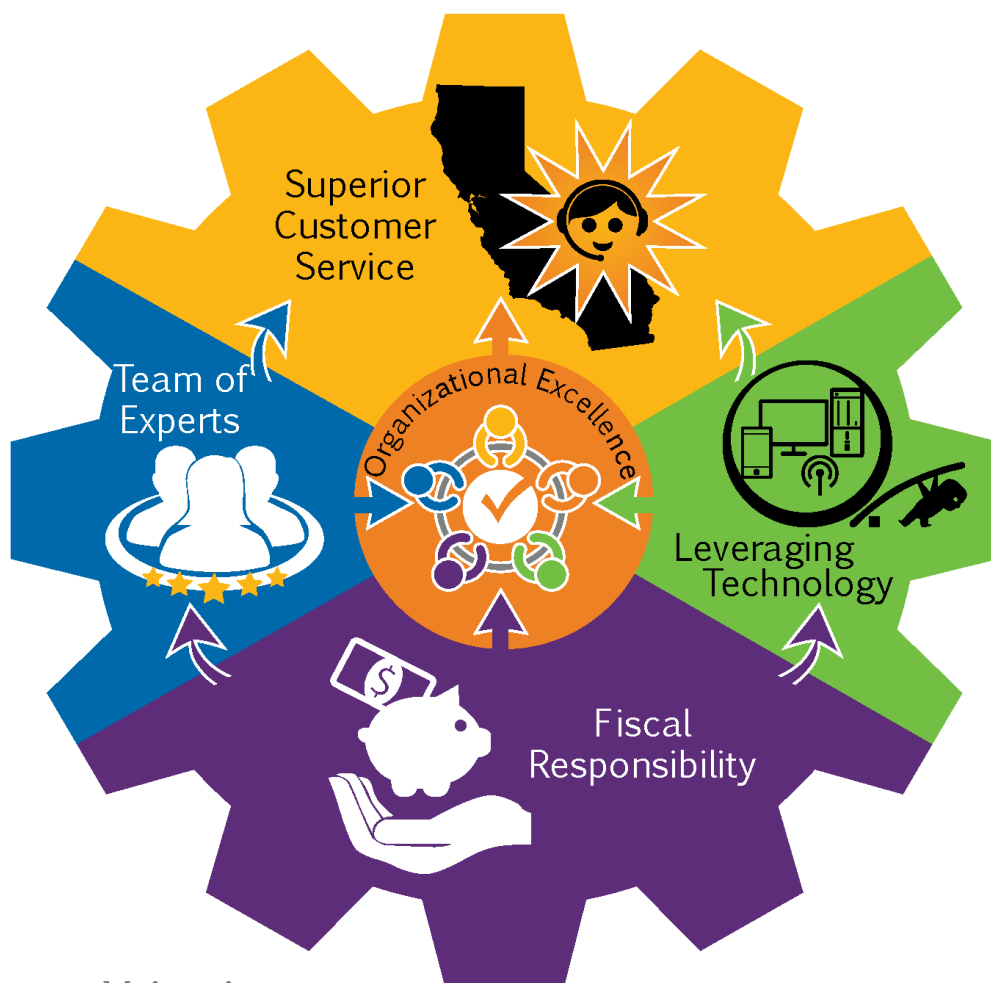
Our Vision

To be the premier leader and trusted partner in innovative human resources management.

Our Values

Collaboration	Leadership	Integrity	Customer Service	Excellence/Quality	Diversity

Appendix E: CalHR Core Values

Customer Service

We acknowledge our stakeholders as customers, listen to their needs, and proactively solve problems.

Diversity

We value and support the power and creativity brought about by a diverse workforce, inclusive of all individuals and reflective of the state we serve.

Leadership

We strive to be the standard bearer of human resources management.

Collaboration

We value partnerships. We foster the public's trust through open communication and work in a cooperative, respectful, and courteous manner.

Integrity

We are committed to honesty, ethical conduct, and responsibility.

Excellence/Quality

We have a passion for quality and strive for continuous improvement of our programs, services, and processes through employee empowerment and professional development.

Appendix F: Organization Chart

JULY 2018

**CALIFORNIA DEPARTMENT OF HUMAN RESOURCES
EXECUTIVE MANAGEMENT**

DIRECTOR
RICHARD GILLIHAN
363-001-5066-001

Statutory Appeals
KARLA BROUSSARD-BOYD
ALJ III
363-200-6132-001

EEO Officer
JACKIE SANDERS
STAFF SVS MGR II (MGR)
363-100-4969-001

Chief Counsel
FROLAN AGUILING
Exempt
363-400-0588-001

Deputy Chief Counsel
LINDA MAYHEW
CEA C
363-400-7500-001

Deputy Director of Labor Relations
PAM MANWILLER
Exempt
363-300-0805-001

Office of Fiscal Management and Economics Research
ANTHONY CRAWFORD
CEA A
363-340-7500-001

Psych Screening
JOANNE DANTI
Chief Psychologist
363-320-9251-001

Psych Screening
JEANNE HAMEL (.75)
Medical Officer
363-310-7822-001

Deputy Director of Operations
VACANT (HAGEN)
Exempt
363-001-7488-001

Deputy Director of Legislative Affairs
DANNY BROWN
363-001-7518-001

Administrative Services Division
MARK RODRIGUEZ
CEA A
363-100-7500-001

Information Technology Division
CHAD CROWE
INFO TECH MGR II
363-175-1406-001

Benefits Division
MACHELLE MARTIN
CEA B
363-500-7500-001

Personnel Management Division
MELISSA RUSSELL
CEA B
363-600-7500-001

Deputy Director of Communications
ANDREW LAMAR
Exempt
363-001-0778-001

Savings Plus Program
MICHELLE BERKLACICH
CEA A
363-700-7500-001

Selection Division
ADRIA JENKINS-JONES
CEA A
363-800-7500-001

Civil Rights
GLENNA WHEELER
CEA A
363-910-7500-001

Workforce Development Programs and Special Projects Division
JEFF DOUGLAS
CEA A
363-940-7500-001

VACANT POSITION